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Kaleidoscope : illuminating learning and teaching evaluation for a shared stakeholder lens. In

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STAKEHOLDER ENGAGEMENT & DISCOVERY

The stakeholder engagement and discovery is the first phase of the project life cycle.

Executive Support

The support of any institution's executive is a fundamental element for the success of a project engaged in widespread organisational change Alderman & Melanie, 2012b). This executive support will require faith in the aims and goals of the project, investment in terms of resources and time and a firm belief that stakeholder engagement is valuable and worth the effort.

Environmental Scan

There is value in conducting an environment scan of the local, national and international environment to discern what the current practices are as a starting point (Alderman, Towers & Bannah, 2012). A clear understanding of current practices offers an opportunity to benchmark practices against similar activities and provides insight into current trends.

Literature Review

A purposeful literature review in relation to the needs of the project allows the project team to develop an awareness of the national and international literature to inform the project development (Alderman, Towers & Bannah, 2012). This review allows the environment scan to be placed into perspective within the national and international context and anchored to research.

Theoretical Concept

Where a project is engaged in widespread organisational change, a comparison of early project conceptual models to theoretical frameworks found within the literature, will underpin the project with rigour informed through practice:

environmental scan; and research: literature review (Alderman, Towers, Bannah & Phan, in press). This will test the local needs of the stakeholders to those identified through practice and the research literature.

KALEIDOSCOPE: PRODUCT DESIGN

Kaleidoscope represents the cultural specificity required to understand the needs the organisation and its stakeholders. Product design is the second phase of the project life cycle and it is where the cultural specificity of the project, the organisation and its stakeholders comes to the fore. A project engaged in widespread organisation change will require collaborative agreement and engagement by all stakeholders throughout its life cycle: stakeholder engagement and design, product build and the dissemination and delivery (Alderman & Melanie, 2012a.) Each element of the product is designed to meet the needs of one or more stakeholders.

This is often the starting point for projects where the executive group of an organisation have a good idea that requires immediate implementation. For widespread organisational change, the importance of the preliminary stakeholder engagement and discovery phase cannot be overstated.

DISSEMINATION & DELIVERY

The dissemination and delivery is the third phase of the project life cycle.

Target Audience

When embarking on widespread organisation change, there may be a target audience who reflects the stakeholders and also represents a key group of change agents (Alderman & Bennett, in press). Each year of delivery, the key

agents for change may alter to recognise the implementation timeline and depth of delivery.

Communications Plan

A sophisticated communication plan with multiple platforms of communication to reach a broad spectrum of stakeholders is essential (Alderman & McGrath, 2013). This may take the modern form of emails, websites, notices and blogs or the more traditional advertising, conference presentations, roadshows and published peer review articles.

Professional Development

Design professional development to accommodate new and current stakeholders, target the key change agents and enable stakeholders to adopt new practices (Alderman, Phan & Bennett, 2013). This may cover both generic and customised in a face-to-face or online format. Although this may be highly intensive initially and the demand may appear to diminish over time, it is important to think about new staff who may need induction.

Iterative Refinement

Throughout the dissemination and delivery phase, collect feedback through user testing, focus groups and communication streams about the product and its implementation (Queensland University of Technology, 2013). Then, at appropriate milestones, use the stakeholder feedback to iteratively refine and improve the product over time.

Cross-sectoral feedback

AHEEF workshop in October 2012, Rockhampton.

Mr Phil Aungles, Director Performance & Analysis Unit, Higher Education Group, The Department of Industry Innovation Science Research and Tertiary Education.

Dr Sara Booth Head, Student Evaluation Review & Reporting Unit (SERRU), University of Tasmania.

Mr Timothy Brennan, Senior Manager, Survey Services Centre, RMIT.

Ms Lynley Deaker, Research Fellow, University of Otago, New Zealand.

Dr Noel Edge, Executive Director, Graduate Careers Australia.

Mr Stefano Ferraiuolo, Evaluation Manager, La Trobe University.

Ms Katrina Green, Project Officer - Learning Indicators, Teaching & Learning Centre, James Cook University.

Dr Pat Halloran, Manager, Evaluation Office of the Deputy Vice-Chancellor (Education), Curtin University of Technology.

Ms Julie Herraman, Coordinator, Information Development and Analysis, Flinders University.

Dr Samantha Hettihewa, Lecturer, Business School, Learning and Teaching, University of Ballarat.

Ms Diana Knight, Project Officer, Learning and Teaching Unit, Bond University.

Ms Cathryn McCormack, Academic Project Coordinator, Teaching and Curriculum, Southern Cross University.

Mr Nishen Naidu, Manager, Learning and Teaching Unit, Bond University.

Professor Sid Nair, Professor, Higher Education Development Centre for Advancement of Teaching and Learning, University of Western Australia.

Ms Leone Nurbasari, Manager Evaluations, Australian National University.

Mr Fernando Padro, Senior Lecturer, Higher Education, Teaching and Learning Centre, University of Southern Queensland.

Professor Rob Reed, Pro Vice-Chancellor (Learning & Teaching), Learning and Teaching Unit, Central Queensland University.

Dr Cassandra Saunders, Research Officer, Student Evaluation Review & Reporting Unit (SERRU) University of Tasmania.

Ms Amanda Scott, Project Manager/Business Analyst, Teaching Quality Processes Project, Southern Cross University.

Mrs Rebecca Shields, Lecturer, Central Queensland University.

Ms Beatrice Tucker, Manager Evaluation, Curtin Teaching and Learning, Curtin University of Technology.

Ms Amy Wong, Evaluations and Quality Assurance Officer, School of Medicine, University of Queensland.

Associate Professor Chris Wright, Business School, University of Adelaide.

National and international feedback

Dr Naimah Binti MD. Khalil. (2013, Oct 21). *Department of Polytechnic Education, Ministry of Education, Malaysia presentation on Reframe: QUT's Evaluation Framework*. Brisbane: Queensland University of Technology.

Mr Marcel Lavrencic, Project Manager. (2013, Oct 4). *University of Queensland presentation on Reframe: QUT's Evaluation Framework*. Brisbane: Queensland University of Technology.

Professor Deepthi C. Bandara, Consultant – Quality and Innovation Grants. (2013, Sep 16). *Sri Lankan Ministry of Higher Education: International presentation on Reframe: QUT's Evaluation Framework*. Brisbane: Queensland University of Technology.

Dr Jonathon Driver, Vice-President, Academic & Provost. (2013, Jul 29). *Simon Fraser University: International presentation on Reframe: QUT's Evaluation Framework*. Brisbane: Queensland University of Technology.

Professor Heather Smiegel, Director Centre for University Teaching. (2013, Apr 16). *Flinders University: National presentation on Reframe: QUT's Evaluation Framework*. Brisbane: Queensland University of Technology.

Dr Luddy Salonda, (2012b, Nov 22). *PNG Divine Word University: International presentation on Reframe: QUT's Evaluation Framework*. Brisbane: Queensland University of Technology.

Dr Michael Beaton-Wells, TEQSA Commissioner. (2012, Jun 12). *Reframe: QUT's Evaluation Framework – presentation to TEQSA university regulator*. Teleconference: Queensland University of Technology.

Assistant Professor Prasert Kanthamanon, Senior Vice President for Administrative Affairs. (2012, Sep 7). *King Mongkut's University of Technology, Thailand: International presentation on Reframe: QUT's Evaluation Framework*. Brisbane: Queensland University of Technology.

Professor Jude Carroll. (2011, Sep). *Oxford Brookes University: International presentation on Reframe: QUT's Evaluation Framework*. Brisbane: Queensland University of Technology.

Associate Professor Margaret Wallace. (2011, Apr 20). *University of Wollongong: National presentation on Reframe: QUT's Evaluation Framework*. Brisbane: Queensland University of Technology.

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